

Approved For Release 2001/08/17 : CIA-RDP61-00442A000200010034-1

Office Memorandum • UNITED STATES GOVERNMENT

TO : Director of Training
VIA : Chief, Operations School
FROM : Acting Chief, Headquarters Training

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EYES ONLY

DATE: 25 June 1959

SUBJECT: Weekly Activities Report No. 25
17-23 June 1959

I. SIGNIFICANT ITEMS

A. Lecture by Col. L.K. White, DD/S: Col. White told the class in the CSR Course on 24 June that we all need to become better managers. Particularly there is a lack in the Agency of good supervisors. Improvement of people and of competence in people is necessary to eliminate weakness in general management.

In beginning his talk, Col. White indicated that there had been no changes in basic organization and functions in DD/S in the past four years. DD/S still supports the rest of the Agency and serves staff functions at all levels at headquarters and overseas. He mentioned several things for the students to think about. First, it behooved them to become better managers, even of themselves. Administration might have nasty connotations, but management does not. Among the important elements in management is the proper handling of money. In the past, the Agency always has had plenty. That day has gone. More and more the Agency has been coming under the scrutiny of the Bureau of the Budget and Congress. Congress is insisting on more auditing. Pressures make the budget tighter. Second, the number of personnel and what to do with surplus personnel is a problem. Times of more than 500 recruits per month, as was the case in the Korea days have gone forever. The Director and others feel that we can do the job with fewer people and greater efficiency. Today the average age of employees is 36 years and the turnover is probably a little more than half that of government offices in general. The total turnover is about 10% per year and only about 3% in the GS-12 to GS-18 bracket. The high level of people in the Agency makes it impossible to cut. On the other hand, there can be no increase in personnel to carry on expansion into new fields. We need to enter new fields with large outlays of money. Yet we cannot have so free a hand with money as we have had in the past. There is a need to become cost conscious. A cost accounting system is to go into effect that will require Agency components to pay their own way for supplies and services.

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In concluding his remarks, Col. White said that too often we do not handle our people well. We must have good supervision. Good supervision requires communication between supervisor and supervised. It is a two way exchange. Supervisors, and Colonel White included himself, do not listen enough and talk too much. Even under favorable circumstances, most hearers hear about 25 percent of what is said. No satisfactory relationship results from just talk. A successful personnel interviewer must give full attention, must listen, does not talk unnecessarily, and does not argue. He listens to what the employee wants to say; he listens for what the employee does not want to say; and he listens for what the employee needs help in saying. Above all, he keeps the employee's confidence.

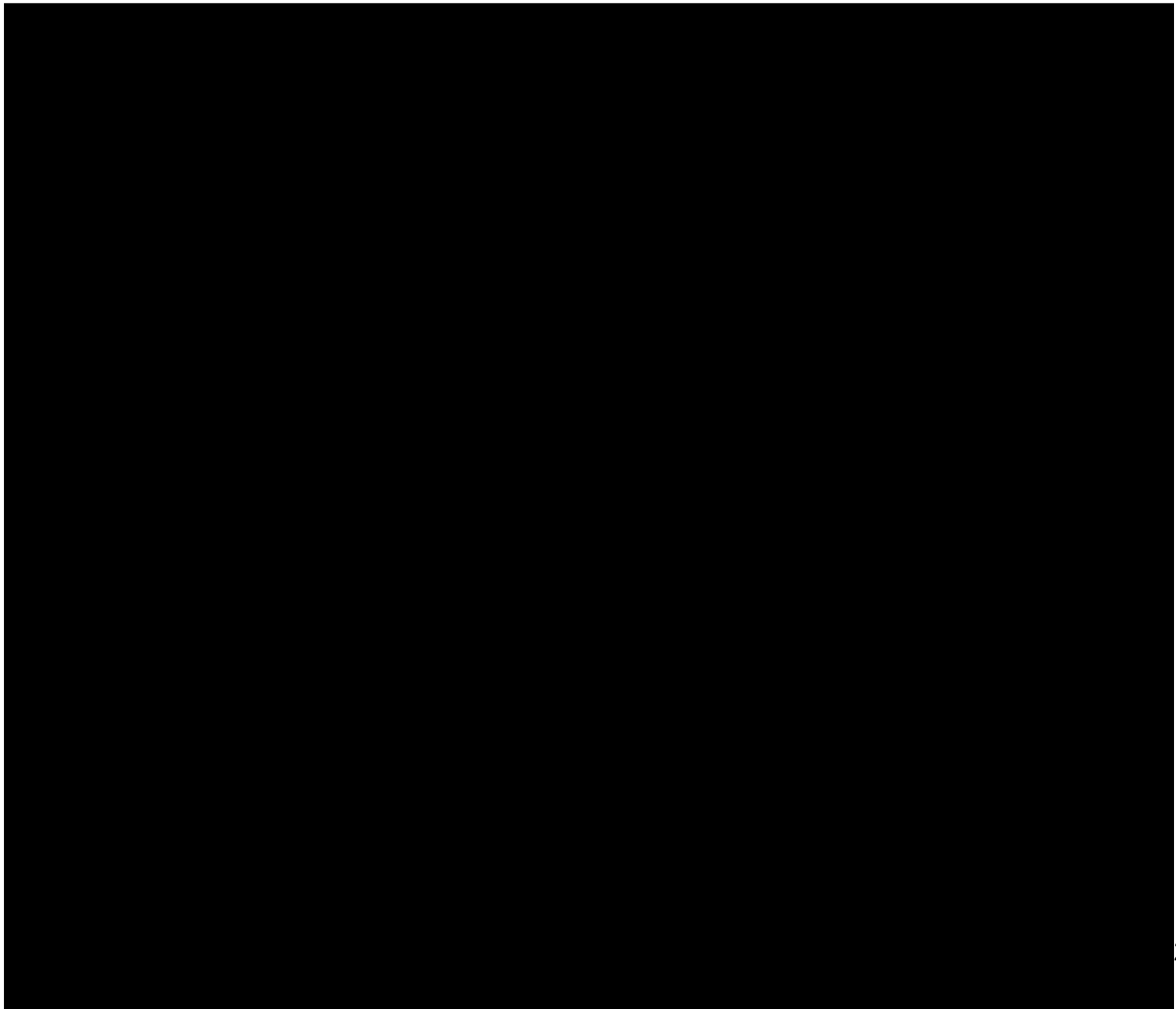
To be productive an employee must have a feeling of security. He must work in an atmosphere of supervisory approval. He must feel free to be aggressive, to have ideas. The behavior and the attitudes of supervisors must give a subordinate a sense of security, of an opportunity for development.

We are good professional specialists, Colonel White concluded. We are not, though, effective managers. In the future, good management will pay premiums. Promotion competition will grow keener. Professional management will help careers.

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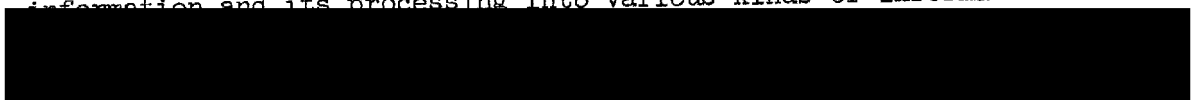
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On the question of senior staffs, [REDACTED] said, the Agency needs them. Relations between divisions and staffs will vary. Any government mechanism, however, needs a system of checks and balances. Delays in time may be overdoing the checks and balances, but the kinks will be taken out in time. Reduction in staffs would reduce functions. Functions as surplus are hard to spot.

II. OTHER ITEMS

A. Three tutorial students, in IRRR are in the final week of their three weeks training. The advantage of such individual training for the students again has been evident, especially in the availability of a wide range of practical assignments involving the collection of information and its processing into various kinds of information

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B. CI Training: CI Operations Course is in its second week. We are pleased with the response we have earned to date from the students. They have actively participated in class discussions and have asked pertinent questions of our guest speakers.

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[REDACTED]

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C. S&T: [REDACTED] have completed a draft study of S&T training. They have made a good effort on this study and have included pertinent recommendations concerning course content and scope which, if implemented, will strengthen the instruction considerably. 25X1A

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D. JOT Program: [REDACTED] of the Intelligence School has forwarded a copy of the schedule for the Clandestine Services block of instruction in the Skills Familiarization Course. [REDACTED] and [REDACTED] (Intelligence School) had worked out a tentative schedule which the IS has incorporated in their own program of instruction. 25X1A

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E. CI Training Study: [REDACTED] has completed a rough draft of a study concerning our future CI training programs. [REDACTED] has spoken on two occasions about reviewing our present training courses and determining what training should be scheduled in the future to satisfy student needs.

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